

A Newton's cradle with five silver spheres. The leftmost sphere is a vibrant blue and is in motion, having just struck or about to strike the others. The other four spheres are silver and are in a row, slightly out of focus. The background is a light gray with a subtle grid pattern.

# Multiplying Impact through Philanthropic Collaboration

Marc Pfitzer and Mike Stamp

A Report for the European Foundation Centre

November, 2010

## A Note of Thanks

This report would not have been possible without the generous and thoughtful engagement of professionals from across the philanthropic sector. In addition to the twenty stakeholders listed in the appendix, whose input was the genesis of many of the insights in the study, the authors would like to thank:

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## Foreword

In an increasingly complex and fragile world, in which even national governments are unable to act on the problems that face us all, working together is an inescapable necessity. As foundations, we already know the unique contribution we make to a civil and civilised society. The Network Building Committee is inspired by a greater vision, perhaps a dream: if we can achieve so much on our own, imagine the impact that foundations could have in collaboration with each other – particularly on issues of paramount importance to humanity, such as peace (to mention just one). In our recent meetings, we have consistently focused on two questions about how to act on that vision:

- What role can EFC play in fostering collaboration and innovation among foundations?
- How can we as a committee deliver on our mission: to contribute to the future success of EFC by meeting the rapidly changing needs of members?

We commissioned this study to help us begin to answer those questions. The report is the result of many months of intensive, engaged work of all those involved. In particular, we have been very lucky to secure highly competent support of FSG and to have benefitted from the wisdom and involvement of many of our stakeholders.

The study is a very good start towards fostering more collaboration among Europe's foundations. However, it represents only a fraction of the hard work ahead of us if we truly believe that cooperation is a key driver of greater impact – both locally and across national borders – and that EFC can be a catalyst for such cooperation. Over the coming months and years, we look forward to working together to build on the recommendations in this report and turn the dream of greater collaboration among foundations into reality.

Massimo Lanza

On behalf of the EFC  
Network Building Committee

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# Executive Summary

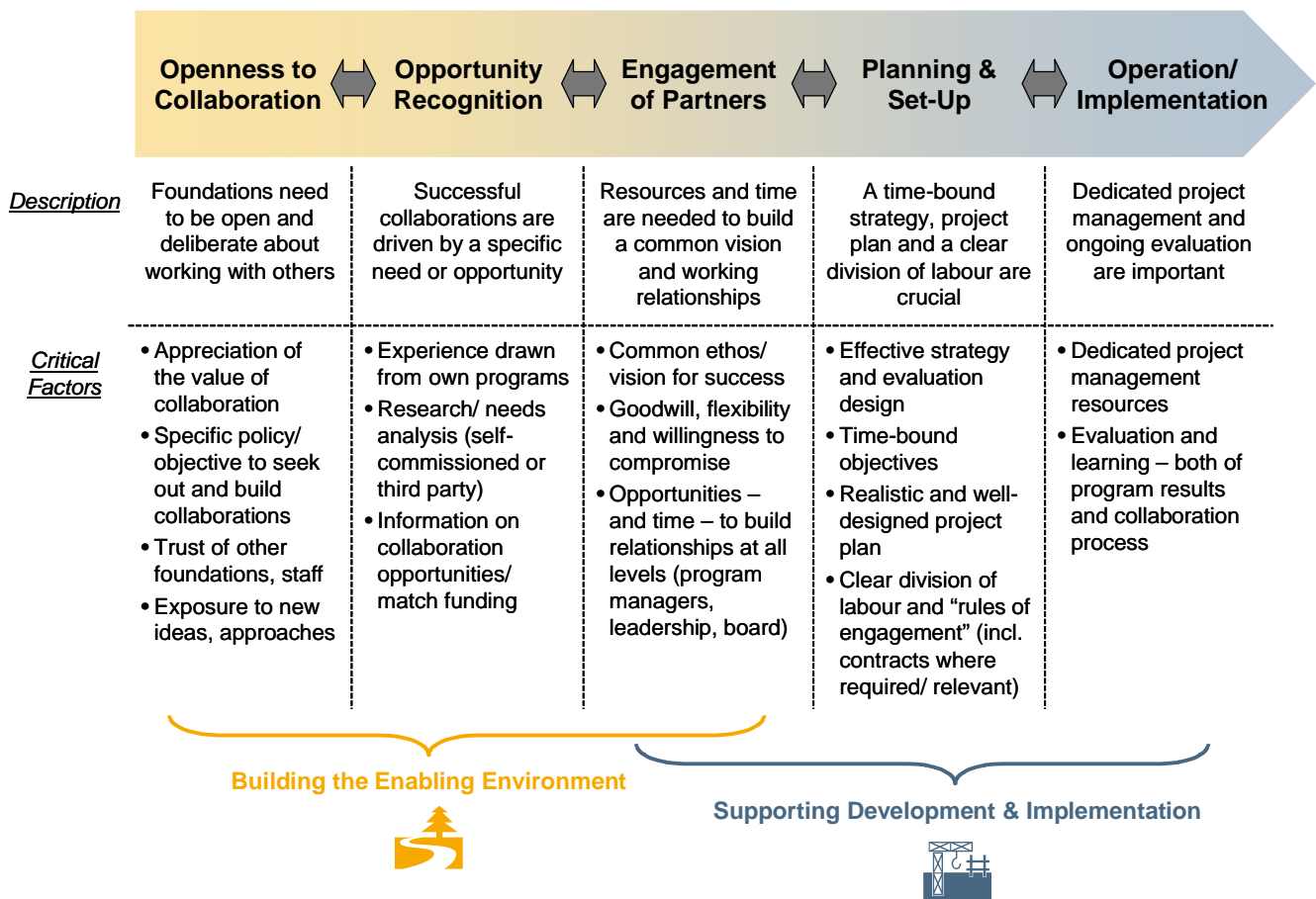
This paper was commissioned by the Network Building Committee of EFC in order to better understand the critical factors relating to effective collaboration between foundations and across sectors, to identify mechanisms and services that can trigger and nurture them, and to test which of these (if any) EFC would be well placed to provide or facilitate. In addition to this goal, we hope to spark a wider conversation within the sector about how to catalyse more collaboration between donors – particularly across national borders. The study drew on input from 20 key stakeholders, an in-depth study of five benchmarks and eight examples of successful collaboration (see Appendix C for a full list).

Building on hypotheses drawn from our research and prior EFC work, study participants identified several critical factors in developing successful collaboration (see below). These are clustered around five key elements of the development process: openness to collaboration, opportunity

recognition, engagement of partners, planning & set up and operation & implementation. While this is rarely a linear process, these stages of development are typically all necessary in order to establish an effective and impactful collaborative initiative.

Across this spectrum, two distinct but overlapping roles for supporting organisations can be identified: building the enabling environment for collaboration to take place, and supporting the development and implementation of specific collaborative initiatives or platforms. These two roles differ markedly in terms of the services offered, expertise required, sources of added value and operating model.

Organisations that build the enabling environment focus on convening and facilitation, capacity building and information provision. Their added value generally stems from their networks and expertise in the process of developing



collaborations, and they are typically funded through grants and membership dues. Those that support development and implementation focus more on providing technical expertise and operational support to develop, launch and manage specific initiatives or platforms. Such organisations

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Stakeholders underlined that many European foundations are not yet convinced that collaboration creates sufficient additional value to merit the effort it requires

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focus on supporting a few, large initiatives, for which they charge a fee. Their comparative advantage tends to be rooted in acknowledged content expertise, coupled with a track record of successful project management.

In the European context, stakeholders identified a broad range of needs and opportunities for third party support, drawing on both of these roles. In particular, they underlined that many European foundations are not yet convinced that collaboration creates sufficient additional value to merit the effort it requires.

Within this spectrum of opportunities, there was broad consensus that EFC should further develop its role as a leading actor in building the enabling environment, but that it may not be best placed to directly provide services to support the development and implementation of specific individual collaborations. Stakeholders identified its networks, links to Europe, and “helicopter view” of the European philanthropic sector as key strengths which underpin EFC’s added value in the first role. By contrast, it was felt that EFC may not have the right operating model and mix of competencies to be effective in the second. Here, EFC should play a more facilitative or catalytic role, helping existing infrastructure to grow to meet future demand or, where necessary, triggering the development of new service providers.

In light of the findings set out above, the following six concrete recommendations were pinpointed by interviewees and focus group participants for strengthening and expanding EFC’s role in promoting philanthropic collaboration:

1. Stimulate demand among foundations for greater collaboration in order to drive increased impact
2. Develop an online information-sharing tool for foundations that enables funders (initially EFC members) to signal their interests and capabilities and to identify collaboration opportunities and potential partners
3. Enhance meeting and convening platforms to allow foundation staff, management and trustees more frequent and targeted opportunities to interact
4. Develop peer-to-peer learning platforms and toolkits around collaboration, focusing particularly on programme staff, to enable foundations to effectively navigate the collaboration process
5. Create or strengthen services to support the development and implementation of collaboration, in line with evolving demand – whether by supporting the development of existing entities or catalysing new infrastructure
6. Help collaborations access European funding and advocate effectively at the European level so that collaborations have a trusted and skilled one-stop-shop for connecting to EU resources and policies

These recommendations form a mutually reinforcing system: efforts to build the enabling environment will lead to greater demand (and therefore viability) for services that support the development and implementation of initiatives. In taking action on these, EFC should seek to build on synergies (set out in this report) with its existing and planned activities. It should also consider the implications of these recommendations in its forthcoming strategic planning exercise.



# I. Introduction

In recent years, the philanthropic sector, in Europe as elsewhere, has been raising its sights and raising its game. A growing number of foundations are not content to run small programs that bring limited benefits to a few direct beneficiaries. Rather, they are increasingly setting out bold ambitions to have a meaningful impact on the issues they care about: to shape policy, advance human knowledge, enrich cultures or change behaviour.

Collaboration is essential in order to assemble sufficient assets, expertise and influence to create such social impact. A brief glance at the focus areas of any foundation yields a list of large, complex issues, such as immigration, climate change, global economic development and neglected diseases among many others. Even the largest foundations' resources are small in comparison to such enormous challenges. By contrast, there is clear evidence – though admittedly not well-documented – that foundations working together can create much more impact than simply the sum of their individual efforts. Working with other donors also brings operational benefits: opportunities for shared learning and innovation, and increased influence with decision makers. This is particularly true at the European level: more than 70% of laws passed by national parliaments originate from EU institutions, and foundations that are not able to harness voices from multiple member states are unlikely to gain traction.

Yet, in spite of these obvious benefits, philanthropic collaboration remains unusual: most foundations work on their own (or bilaterally with their grantees) on most issues, most of the time. The reason for this is that collaboration is hard work. To work toward joint goals, foundations need detailed knowledge of, and respect for other funders' priorities, expertise and perspectives. They

need not only to be open to new ideas, but also to be ready to adapt their approach and compromise on goals in order to find fertile common ground.

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Collaboration is essential in order to assemble sufficient assets, expertise and influence to create social impact

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Developing the requisite trust and good working relationships with other funders – and managing collaborative initiatives once they have been developed – takes time, effort and resources over and above those needed to execute programs in isolation.

The research for this report highlighted that many foundations are not yet persuaded that the pay-off of working with other donors is worth the investment. Stakeholders frequently cited situations where foundations were enthusiastic in initial conversations, only to back away when concrete commitments were needed. Board skepticism – and therefore, reluctance to approve the resources needed or to relinquish sufficient control to enable collaborations to function – was identified as a key barrier, as were concerns about reduced visibility or brand dilution. The lack of staff capacity, in terms of both time and experience, to manage collaboration was also observed by many.

The purpose of this paper is to explore how EFC can play a more intentional role in helping foundations overcome these challenges and develop new collaborations. In publishing it, we also hope to spark a wider conversation within the sector about how to catalyse more collaboration between donors – particularly across national borders. In particular, we hope the case studies and insights presented will prove useful to foundations and others exploring how to 'do' philanthropic collaboration successfully.



## II. Critical Factors in Developing Collaboration

Before exploring EFC's potential role, it is necessary to examine in detail the process underpinning the development of successful collaboration. The research for this paper uncovered several distinct forms of collaboration, representing greater or lesser degrees of integration and impact – these are explored in more detail in Appendix A. While the process of incubating and developing initiatives is not always the same, a common set of critical factors in successful collaboration nevertheless emerged from case examples. These were confirmed and refined further through interviews with key stakeholders.

Developing collaborative initiatives is a complex and non-linear process – as one interviewee noted, “you must be ready to be chaotic in the beginning.” However, the critical factors can be broadly grouped around five elements or stages of development, shown in figure 1 below.

First and foremost, in order to successfully develop collaboration, foundations need to be open to the idea. In order for joint platforms and programmes to be successful, it is essential that one or more foundations take the lead in creating and driving the process. Without a conscious and purposeful openness to collaboration, foundations are unlikely to be able to marshal sufficient energy or resources to get such initiatives off the ground. Four key leverage points were identified as important to build such openness:

- Fostering an appreciation of the value of collaboration, particularly among trustees and foundation staff, who may be sceptical that the potential gain in terms of greater impact is worth the additional investment and management challenge.

- Developing a specific policy or objective to seek out and build collaborations, to ensure that the initial exploratory work required – which may not always lead to action – is not seen as a distraction or a waste of resources.
- Building trust in other foundations and their staff. Foundations that do not trust other donors to advance their goals and meet their standards of delivery will not invest time in trying to work with them.
- Exposure to new ideas and approaches. Openness to innovation is essential to increased collaboration: foundations that believe they have all the answers will not look outside their walls for partners.

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“Foundations need to ‘open their windows’. There has to be a strategic choice by the board to pursue collaboration”

Pier Mario Vello  
Secretary General, Fondazione Cariplo

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Simply being open to joint working is not enough, however. Successful collaborations are driven by a specific need or opportunity, whether an acute social problem such as the response to the earthquake in Haiti; an unprecedented funding opportunity such as the stimulus funding that led to the Green & Healthy Homes Initiative in the U.S.; or a recognition that earlier, more atomised approaches will not make sufficient progress on addressing a problem, as is the case with ClimateWorks.

Figure 1



Clearly identifying and profiling opportunities for common action is essential to developing collaboration. Critical factors in promoting such opportunity recognition include:

- Experience drawn from foundations' own programmes. Few examples were found of foundations that had successfully developed collaboration in areas where they had little prior experience. Rather, many of the most successful cases represented extensions or evolutions of the work of individual foundations.
- Research / needs analysis, either commissioned by a foundation or collaboration, or produced by a third party such as a think tank. Examples were found both of such research providing an impetus to forming collaborations and giving focus to collaborations already under development. In both cases, however, it is vital both for achieving impact and for building cooperation between donors.

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"What drives collaboration is addressing a common problem"

Leonardo Lacerda  
Environment Programme Director, Oak Foundation

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- Information on collaboration opportunities and potential match funding. Participants in this study – even those who could be seen as 'insiders' in the European philanthropic sector – noted that they find it difficult to keep a full and accurate picture of the other donors working in their space. As one stakeholder put it, "While I know who actively funds in my issue areas in my country and across the border, I couldn't tell you who the key players are in some other parts of Europe."

To move from the basic idea of working in collaboration to the point at which concrete action can be taken, it is important to invest time and resources to engage with partners to build a common vision and effective working

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"Successful collaboration requires clearly defined policy outcomes and a clear ethos on how to approach the issue"

Avila Kilmurray  
Director, Community Foundation for Northern Ireland

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relationships. This may happen after opportunity recognition or in parallel to it – and in some cases may precede in-depth needs analysis work. Critical factors in doing so include:

- Sharing (or building) a common ethos and vision for success. Many promising collaborations fail or underperform because partners are not able to reconcile their views on the ultimate 'point' of collaborating, or the relative roles and responsibilities of each partner.
- Goodwill, flexibility and willingness to compromise. Rigid procedures or funding styles – such as requiring that all spending decisions be approved by the board, or setting limits on grant size and frequency – can reduce the effectiveness of a foundation even when acting alone; in a collaboration, they are a recipe for stagnation and disappointment. To work together, foundations need to be ready to compromise on such rules in order to expedite collective progress.

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"Flexibility is necessary for cooperation – you need to be able to discuss joint terms. With rigid rules, it's hard for foundations"

Rayna Gavrilova  
Executive Director, Trust for Civil Society in Central & Eastern Europe

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- Opportunities to build trust and working relationships. Compromise is difficult without good working relationships, particularly between program staff and board members. Foundations that collaborate successfully create and seize opportunities to build and strengthen such relationships.

In the planning and set-up phase, developing a strategy and project plan and agreeing a clear division of labour is crucial. Effective planning often makes the difference between moving quickly to action and getting bogged down in process and missing opportunities for impact. Critical factors include:

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“You need to agree on a main aim, the division of labour needs to be clear and you need one project manager”

Anna Piotrovskaya  
Executive Director, Dmitry Zimin Dynasty Foundation

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- An effective strategy and evaluation plan based on a strong understanding not only of the issue at hand and potential solutions, but the interests, capabilities and constraints of the participating donors, the available resources, the evolving role of other actors, and the changing policy landscape.
- Time-bound objectives. An explicit programme end point encourages partners to compromise in order to make sufficient progress over a reasonable time period.

- A realistic and well-designed project plan including clear deliverables and milestones. Coordinating multiple actors is challenging; without a roadmap guiding activity, there is a high risk of a collaborative initiative drifting off course and under-delivering.
- A clear division of labour. Particularly in larger partnerships, the potential for misunderstanding or miscommunication is high. Taking time to set out who is responsible for what ensures that donors can play to their strengths, and key components of work do not ‘slip through the cracks.’

Lastly, the operation or implementation of a collaborative initiative needs to be appropriately managed and resourced:

- For anything beyond the simplest discussion forum, dedicated project management resources are essential. As one focus group participant put it, “you need a secretariat. Foundations are fooling themselves if they think they’ll find time for this internally.”

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“You need leadership and program management ”

Peggy Sailler  
Executive Director,  
Network of European Foundations (NEF)

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- As with all programs, ongoing evaluation and learning is a key component of success, enabling foundations to maintain momentum, and to adapt and improve the project as it develops and to identify lessons to share with the field.

### III. Roles of Supporting Organisations

Looking at the key elements of developing collaboration set out above, we can identify two distinct, but overlapping roles for supporting organisations: those that focus on building the enabling environment for collaboration to take place, and those that support the development and implementation of specific collaborative initiatives or platforms (see figure 2). Importantly, to successfully play one role requires a substantially different set of activities and revenue model – and a different mix of skills, strengths and competencies – from those required for the other.

Building the enabling environment involves providing opportunities, information and ‘safe spaces’ in order to promote the value of collaboration and enable foundations to identify and explore opportunities to work together. Typical activities include organising conferences and workshops to promote collaboration and to build trust and share ideas, providing information on who is doing what, developing and delivering training and other capacity building interventions, and facilitating key meetings in early-stage discussions. Such organisations are typically financed through a combination of membership fees and grant funding, reflecting the fact that much of their work does not lead to a single clearly-delineated outcome or product against which a fee can readily be levied.

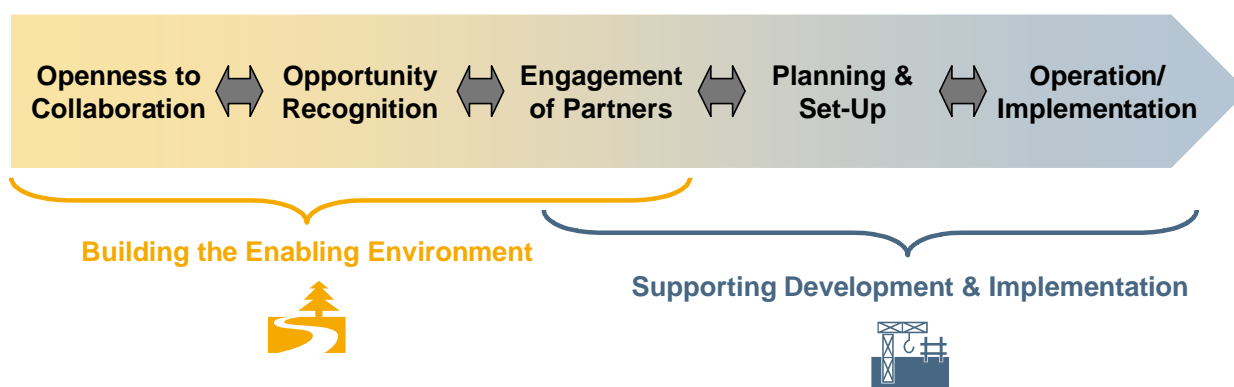
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We can identify two distinct, but overlapping roles for supporting organisations: those that focus on building the enabling environment and those that support development and implementation

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The Council of Michigan Foundation (CMF) is a good example of an organisation fulfilling this role. CMF is a nonprofit membership association of Michigan-based grantmaking organisations. It does not make grants itself and is funded from a mixture of membership fees, earned revenue from conferences and investment income. Two of its core aims are to lead and support collaborative philanthropic responses to critical needs and to promote public understanding of, and appreciation for, the role of philanthropy. While CMF has incubated and spun off a collaborative funding platform, the Michigan AIDS Coalition, its core focus is on strengthening the environment for Michigan-based foundations to work with each other and with other funders, including government agencies. It does this by providing networking opportunities, such as conferences, affinity groups and funder networks, by offering training for foundation managers, and through programmes to engage trustees.

Figure 2



Organisations that build the enabling environment primarily add value through extensive networks in the philanthropic sector that enable them to bring potential partners together. Their expertise is typically centred on the 'process' of philanthropy – this enables them to get the right people talking to each other at the right time, and to target promotion and capacity building effectively. The Council of Michigan Foundations' key strengths, for example, are its reputation as one of the most effective Regional Associations of Grantmakers in the U.S. and its powerful network: its members account for 95% of foundation assets in Michigan.

By contrast, supporting development and implementation happens on a different level: efforts are focused on individual platforms or initiatives, rather than on the field as a whole. Organisations playing this role often require content expertise. Their work may encompass needs analysis and research, initiative planning, management and evaluation, and legal, administrative and fundraising support. Unlike building the enabling environment, there are relatively few examples of organisations that support development and implementation of collaborative initiatives.

The Network of European Foundations (NEF) is the highest-profile body to play this role in Europe. NEF is structured as a membership platform, with a core group of 14 foundations drawn from across Europe. It has been prolific in setting up and developing more than 60 philanthropic consortia on issues ranging from the rights of ethnic minorities to investigative journalism, stretching and augmenting the missions of its member foundations in the process. Supported projects typically involve and may be proposed by both a subset of member foundations and external partners. Instrumental to its work is a small, permanent staff, which provides initial project management and facilitation services until platforms are sufficiently developed to hire a dedicated team.

NEF's membership model has been a key factor in its success, as it has provided a platform for members to build a deep understanding of what it takes to partner well and strong trust-based relationships with other funders. However, it also poses a challenge for further growth: it represents only a small portion of European philanthropy, and yet if too many more members join, it risks becoming unwieldy and losing effectiveness.

Public Interest Projects (PIP), based in New York, provides an example of an alternative operating model. Like NEF, PIP offers support services to donor collaborations on a range of issues, including immigration and education reform. However, it differs from NEF by being an independent non-profit that provides its services to a wide range of funders in return for a management fee, calculated on the basis of management resources required. In addition, it provides fiscal sponsorship services to nonprofits, which also generate fee-based revenues. This operating model offers inherent flexibility and scalability that allows PIP to grow and adapt its offering to meet changing demand for support services.

In contrast to those that work on building the enabling environment, organisations that support development and implementation draw more heavily on content expertise and a track record of successfully managing complex projects as sources of added value. For example, PIP has deliberately positioned itself as a mission-driven organisation focusing on issues of social justice: donors can typically be confident that PIP is as knowledgeable on the issue at hand as their own staff. PIP has also built a reputation of providing great project managers (it won early business on the basis of its founding team's project management ability), and increasingly through successful implementation of collaborative initiatives.



## IV. Needs in Europe around Incubating Collaboration

Interviewees and focus group participants identified a number of areas where more can be done to support philanthropic collaboration in Europe (see figure 3 below). These opportunities span both of the roles identified in the previous section and encompass better information provision, convening and networking of donors, learning and capacity building - particularly in relation to foundation staff, and 'process support' to help develop individual initiatives and platforms.

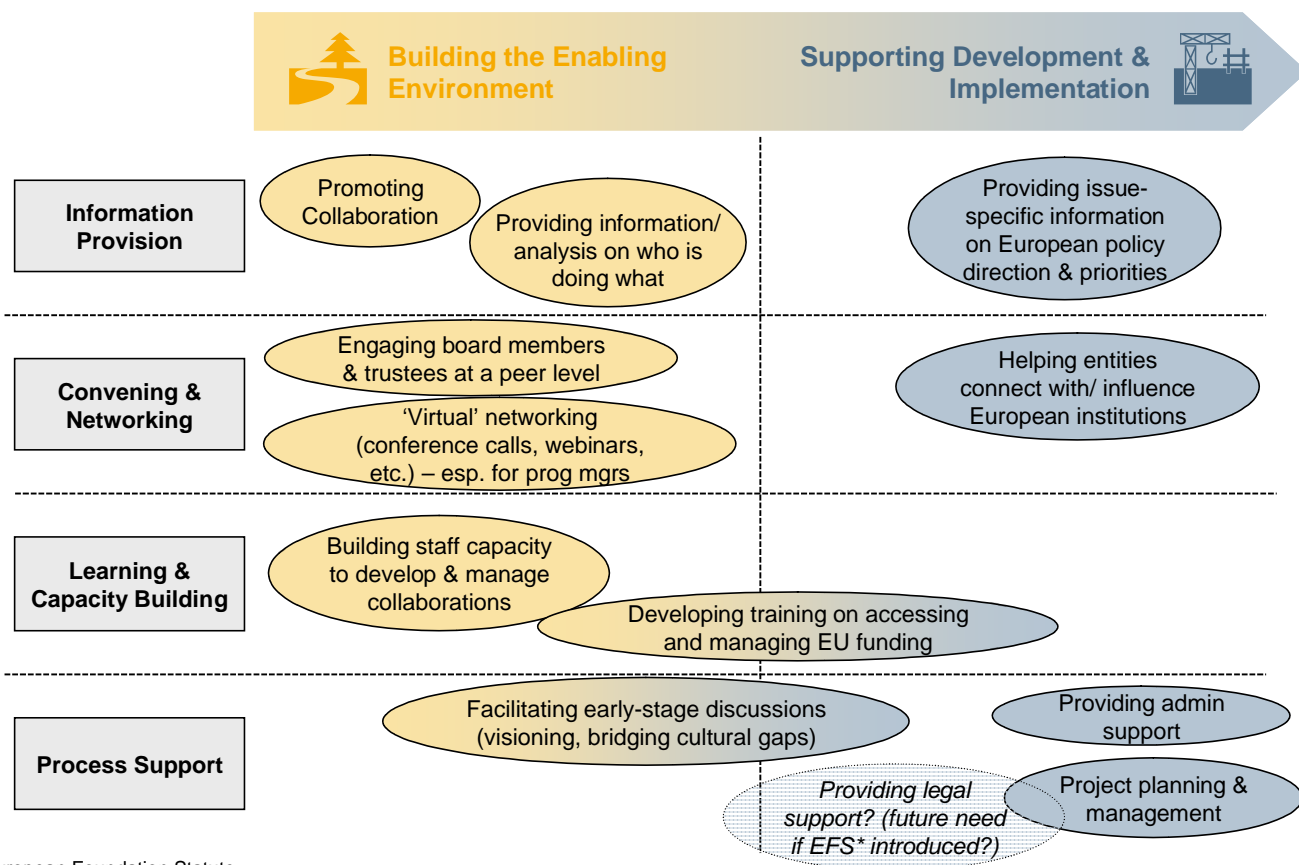
In particular, stakeholders underlined that many European foundations are not yet convinced that collaboration creates sufficient additional value to merit the effort required to make it happen. Participants noted that "collaboration... is not the dominant paradigm in foundations" and that "many colleagues [in the European philanthropic sector] do not see the potential of cooperating." In particular, there was agreement that "[many] foundations don't understand the relevance of working at a European level."

Thus, while needs for support were identified throughout the spectrum shown below, there is a particular need to advocate for more and deeper collaboration between foundations.

"Promoting successful collaboration is really important; there is not enough of this"

Several stakeholders highlighted this point, noting that "promoting success[ful collaboration] is really important; there is not enough of this" and that there is a need to "feature this stuff more; celebrate it."

Figure 3



## V. Opportunities for EFC

Perhaps the clearest message from this study – one which was frequently reiterated by interviewees and focus group participants alike – was that EFC has an important role to play in supporting collaboration, and that it should focus its efforts on building the enabling environment. In this area, stakeholders identified three unique strengths on which EFC can build:

- First, its networks across Europe are viewed as a key strength. Participants noted its ability to “connect us with each other” and identified its “senior management contacts at the executive and board levels” as being particularly valuable.
- Secondly, it is seen as having unique insight into the landscape of activity within the sector. Stakeholders pointed to its “helicopter view” of the sector, describing EFC’s value-add as “synthesis – making sense of dispersed information; they have this and none of us do.”
- Finally, it is well-regarded in its role as a convener of foundations. Stakeholders emphasised EFC’s strength as a “meeting place,” a “safe place” to build trust between potential partners, noting that that “the possibility of meeting and exchange is the biggest asset of EFC.” The annual conference and EFFECT magazine were singled out for praise by several study participants.

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“I see [EFC] more as a provider of information and creating the conditions for cooperation”

Emílio Rui Vilar  
President, Fundação Calouste Gulbenkian

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By contrast, while there may be some need for additional infrastructure to support development and implementation of individual platforms, stakeholders clearly signalled that they do not see EFC as best placed to take on this role. Several interviewees underlined the need for content expertise in order to effectively support individual initiatives. While EFC has such expertise on specific issues – notably developing philanthropy and connecting with European institutions – on many others, participants noted that “[EFC] can’t live and breathe all issues day by day.” This is reflected by the examples reviewed: organisations that successfully support collaborations have generally built up a track record of expertise in the relevant subject area.

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“EFC could contribute to [supporting development and implementation], but I don’t see that they have much competitive advantage in doing so”

Sandro Giuliani  
Programme Officer, Jacobs Foundation

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Providing such operational support was also seen as challenging to EFC’s current model. Participants worried that direct service provision would “put too much pressure on the organisation; I don’t see a steady flow of activity to support the salaries” and that it “could be dangerous for EFC to build up too many [fee-charging services]; it would represent a conflict of interest.”

An exception was made around links to European institutions, where EFC has a noted advantage. Stakeholders see an ongoing role in “linking [philanthropy] to the European parliament and the Commission,” “helping to explain the European policy agenda” and continuing to “be the voice of European philanthropy.”



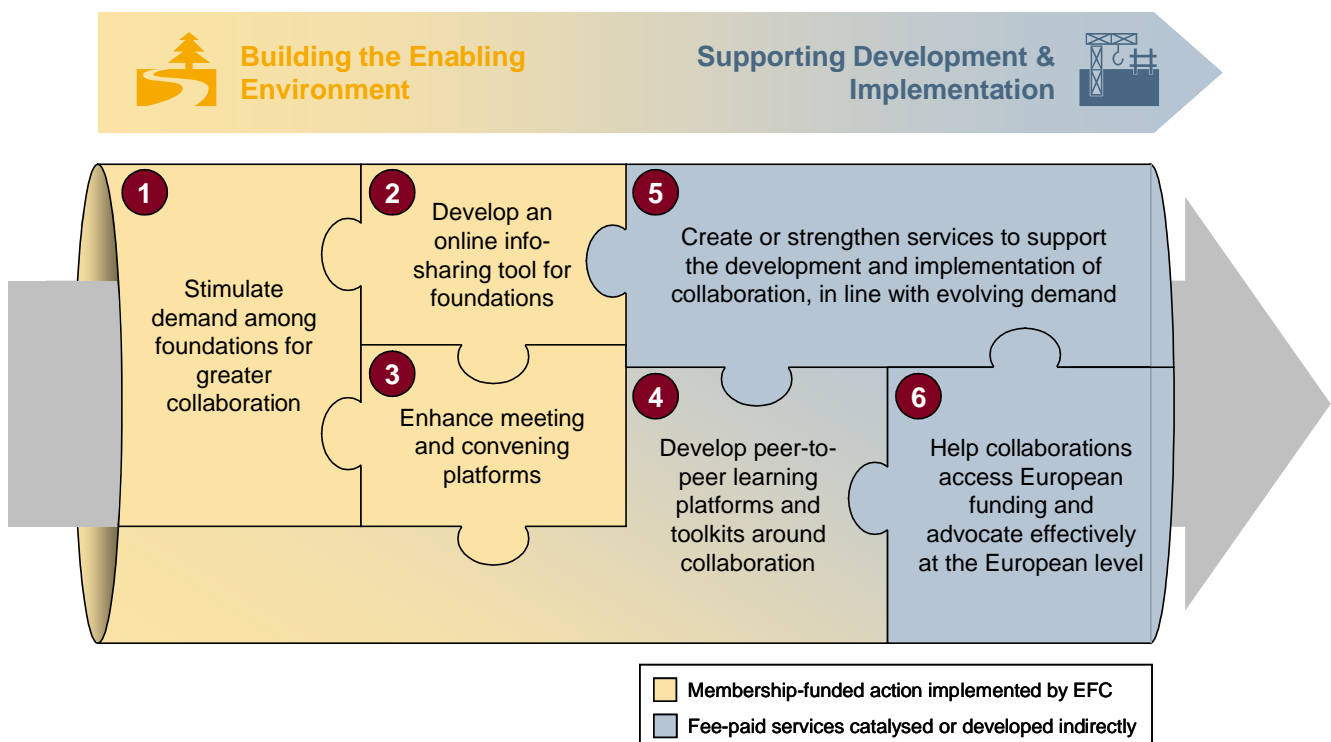
## VI. Recommendations & Next Steps

In line with these findings, the following six concrete recommendations were pinpointed by interviewees and focus group participants for strengthening and expanding EFC's role in promoting philanthropic collaboration:

1. Stimulate demand among foundations for greater collaboration in order to drive increased impact
2. Develop an online information-sharing tool for foundations that enables funders (initially EFC members) to signal their interests and capabilities and to identify collaboration opportunities and potential partners
3. Enhance meeting and convening platforms to allow foundation staff, management and trustees more frequent and targeted opportunities to interact
4. Develop peer-to-peer learning platforms and toolkits around collaboration, focusing particularly on program staff, to enable foundations to effectively navigate the collaboration process
5. Create or strengthen services to support the development and implementation of collaboration, in line with evolving demand – whether by supporting the development of existing entities or catalysing new infrastructure
6. Help collaborations access European funding and advocate effectively at the European level so that collaborations have a trusted and skilled one-stop-shop for connecting to EU resources and policies

Taken together, these recommendations form a system of actions that will help catalyse more frequent and successful collaboration: see figure 4 below. In particular, EFC's direct efforts to build the enabling environment (recommendations 1-4 above) should generate a "pipeline" of demand for fee-paid development and implementation support services that are catalysed and strengthened but not necessarily delivered by EFC.

Figure 4



## Recommendation 1: Stimulate demand among foundations for greater collaboration

While the case for foundations working together to achieve their goals is unambiguous, many stakeholders underlined that a number of foundations – and particularly their trustees – are not sufficiently convinced of its value to make the necessary investments and compromises.

EFC should act to increase interest in and demand for collaboration as a way of driving greater social impact among foundation trustees, management and staff. To do so, EFC should build an evidence base of compelling case studies that demonstrate effective and impactful collaboration, and employ a range of communications channels to draw foundations' attention to them.

The case studies should focus on successful collaboration – it is often easier and more instructive to identify why something worked well than to speculate on reasons for its failure – but

should also include an honest assessment of the challenges, fears, and obstacles that were faced, and how these were overcome. Multiple communications channels should be used to disseminate them, including EFC's existing vehicles: EFFECT magazine, email updates and conferences. To supplement these, newer channels could also be explored, for example, online video testimonials, webinars, round tables or a road-show.

While integrating such material into existing communications channels is unlikely to require significant investment, additional case studies will need to be put together in order to provide the content. EFC may wish to seek grant funding to develop new communications programs and put together a suite of case studies, and/or may ask members to profile specific cases.

### Key Action Steps for EFC:

- Consult with membership and others to identify 5-10 examples of collaborative initiatives which have resulted in greater progress on an issue than could have been reasonably achieved by the partners working alone
- Seek funding for and commission a series of case studies of successful collaboration, including information on: objective, origins, partners, approach, key challenges and success factors, concrete outcomes and impact or change achieved on target issue
- Use this as a basis to develop a suite of communications, including full case studies, short articles, videos, etc.
- Disseminate to membership and beyond

Success  
is...

Foundations' interest in collaborating with other funders grows progressively over time – evidenced by increased enquiries to EFC and others about how to 'do' collaboration and, in time, more collaborative working

## Recommendation 2: Develop an online information-sharing tool for foundations

One of the areas that solicited the greatest agreement across stakeholders is the need to improve the quality of information available to foundations to identify collaboration opportunities and potential partners. Contributors – both program staff and foundation leadership – commented that it is often difficult to know what other foundations are focused on their issues and what roles they play.

EFC should develop an online information-sharing tool, perhaps along the lines of LinkedIn or Facebook, to enable foundations to signal their interests, priorities, capabilities and needs to each other. Rather than (re-) creating a static database updated annually through an annual survey, this should be a dynamic platform that allows foundations to upload and search up-to-date information about each other's interests, priorities, capabilities and needs. Clearly, more basic data, such as program focus, annual spend and contact details will be necessary, too – there may be an opportunity to “pre-populate” these fields from the data collected for EFC's planned CRM software<sup>1</sup>.

Over time, as more foundations post details, the data will become self-renewing. Users will be able to choose how much information to share based on what they hope to get out of the tool. However, in order to reach scale, EFC will need to invest time and resources early on to promote participation and educate users. One possible course of action would be to prompt EFC members to upload a minimum amount of information each year, as part of the annual membership ‘fee.’

EFC may wish to seek grant funding to cover initial start-up and promotion costs, which will require dedicated additional resources to accomplish. However, once established, maintaining the platform software should be financed via the membership fee, though where access is extended to non-EFC members, a separate service fee should be considered. In the longer term, the tool will provide a rich data source to understand the philanthropic landscape in Europe; based on this, over time EFC may be able to develop an additional fee-paying service to develop added-value analytical reports.

### Key Action Steps for EFC:

- Consult with members/ stakeholders, in order to create buy-in early on, and to explore funding options
- Identify key ‘types’ of information that foundations may want to share (e.g., priorities, interests, collaboration opportunities, geographic/issue focus, etc.)
- Explore funding options and commission/purchase software
- Recruit “critical mass” of users to upload information (perhaps require data sharing as condition of membership), launch platform and promote aggressively
- Explore viability of value-add analytical services

Success  
is...

The tool becomes the ‘go-to’ place for foundations to signal their interests, priorities and needs, and to identify who is active on their agenda, along with specific collaboration opportunities

<sup>1</sup> CRM = customer relationship management

## Recommendation 3: Enhance meeting and convening platforms

Opportunities to build trust and share ideas are crucial to build the enabling environment for collaboration. EFC's existing efforts in this are already highly regarded; one interviewee described this as EFC's "biggest asset." EFC can build on this further by creating additional opportunities for foundation trustees and staff to meet each other in the context of interest groups and fora, and by enhancing its plenary conferences, such as the Annual General Assembly (AGA) and Foundation Week, to more intentionally promote collaboration.

EFC should organise thematic 'virtual' meetings (e.g. webinars or teleconferences) to create more opportunities for foundation staff to build trust and good working relationships. These might be organised around, for example, briefings on European policy, or Q&A sessions with experts in a given field. EFC should start by introducing these in the context of existing interest groups. As more is learned about demand and effectiveness,

their use may be broadened in time to other areas. EFC can also boost peer-to-peer contact among trustees. Several interviewees identify the need for greater openness to collaboration, and trust in other foundations at board level. EFC could pilot events, for example fringe meetings at conferences or interest group convenings, which bring board members together. Again, as more is learned, such events can be expanded beyond interest groups to other collaborations in response to demand.

Finally, EFC can take opportunities to raise the profile of collaboration when planning conferences. In addition to the AGA, Foundation Week is already conceived, in part, as an experiential learning opportunity around foundation innovation and collaboration. Specifically, as data on member activities is amassed via the online information-sharing tool, EFC can tailor conference agendas to highlight the benefits of cooperation on specific areas where there may be opportunities to take more collective

### Key Action Steps for EFC:

- Incorporate promoting collaboration into design of plenary conference agendas
- Organise bi-monthly webinars or teleconferences for member programme staff, initially focused on existing interest groups and fora. Over time, refine format and frequency in line with demand
- Pilot peer-to-peer trustee events alongside interest group meetings for one or two interest groups. Depending on success and enthusiasm, roll out to other interest groups, fora, and 'clusters' of interested members

Success  
is...

Foundation trustees, management and staff are able to exchange ideas and perspectives regularly, both virtually and in person. As a result, the number and success of collaborative initiatives established grows over time.

## Recommendation 4: Develop peer-to-peer learning platforms and toolkits around collaboration

Building the capacity of foundations – and particularly foundation staff – to engage in collaboration was identified as an important opportunity that EFC is well-placed to take. In line with its broader remit on building foundation capacity in Europe, EFC should create learning opportunities for foundation staff around key aspects of the collaboration process – for example, on how foundations in different countries make decisions, how to engage in a joint visioning process, how to develop partnership contracts, etc. Given the significant need for ‘soft skills’ in developing and managing collaboration, such capacity building should be rooted in peer-based and experiential learning, such as workshops, facilitated discussions and ‘seeing is believing’ visits. These should be supplemented by more practical toolkits (e.g. pro forma cooperation agreements, etc.) that are accessible and downloadable from EFC’s website.

EFC has already invested in charting a course to build the capacity of foundations. Rather than launching a separate process, we recommend that EFC incorporate a focus on philanthropic collaboration into these broader efforts. The exact content and nature of opportunities and toolkits will, of course, need to respond to market demand; it was beyond the scope of this study to gather sufficient data to make a recommendation on that question.

There may be an opportunity for EFC to charge a fee for directly organising learning opportunities or making toolkits available for download. Whether EFC wishes to do this, or would prefer to include access to toolkits in the membership fee and/ or work through universities and DAFNE<sup>2</sup> members, is a question that should be addressed during the strategy development process.

### Key Action Steps for EFC:

- Map the landscape of existing learning opportunities and toolkits around collaboration, by cataloguing existing provision, conducting a literature review, and drawing on information supplied by members
- Informed by the landscape scan, consult widely with members on possible content (a survey is likely to be needed in order to gather sufficient responses)
- Develop programme/toolkit content with partners, refining with member focus groups where appropriate
- Explore revenue generation opportunities (e.g., charging for directly organising learning events / downloaded toolkits, etc.)
- Launch toolkits and learning events

Success  
is...

Attending a ‘collaboration’ learning event or downloading and using a toolkit becomes commonplace for foundation staff, raising their capacity and comfort level with collaboration. Learning events also provide venues for peers to meet.

<sup>2</sup> Donors and Foundations Network in Europe: the umbrella body for national associations of foundations

## Recommendation 5: Create or strengthen services to support the development and implementation of collaboration, in line with evolving demand

The study uncovered an important potential gap in infrastructure at the European level. Stakeholders identified several unmet needs around supporting the development and implementation of collaborative initiatives. These needs are likely to grow as collaboration is increasingly recognised as a means of multiplying impact. However, stakeholders were also in strong agreement that EFC is much better placed to build the enabling environment than to directly provide services to individual initiatives. Moreover, willingness to pay for such services is currently limited, and may not be sufficient to enable service providers to be financially viable in the early years.

As the main advocate for the philanthropic sector at the European level, EFC should take the lead on identifying how to fill this infrastructure gap. This could be done by helping existing providers to grow and develop or creating new infrastructure, either as part of the EFC “family” of organisations – though separate from EFC’s core function – or as a fully independent entity. In particular, moves to establish Foundation House as a ‘hub’ for European philanthropy may present an opportunity to pilot specific service offerings (e.g. legal advice relating to the proposed European Foundation Statute).

In assessing the right approach to this issue, it will be important to understand, for specific services: the likely volume of demand; the right balance between national and European-level provision; the current landscape of actors who are either currently providing or could develop services; and the appropriateness of different business models. On this last point, we believe a freestanding fee-for-service entity, similar to PIP in the U.S., is likely to be the best model in many cases due to its relative scalability, responsiveness to shifting demand and financial sustainability. However, membership-based models, similar to NEF, or more light-touch approaches, such as a directory of service providers, should also be explored.

The wider question of EFC’s role in stimulating and developing European philanthropic infrastructure – and in particular how much it should do, versus advocate for – should be explored during the strategic planning process. In all cases, however, significant up-front resources will be needed in order to plan efforts and deficit fund a 3-5 year pilot phase.

### Key Action Steps for EFC:

- Survey demand and willingness to pay for specific, defined support services at both European and national level (ideally >100 participants)
- Map existing service providers, and identify which (if any) could meet demand
- Explore opportunities to support their growth or – where relevant – develop a business plan for one or more new service providers
- Explore interest in providing start-up funding for 3-5 years until new services become financially self-sustaining

Success  
is...

Additional capacity to support the development and implementation of collaboration is established in Europe. It is financially sustainable and able to grow and develop in line with evolving demand.



## Recommendation 6: Help collaborations access European funding and advocate effectively at the European level

Links to the European Union were consistently identified as a challenge for foundations, working both individually and in collaboration. Stakeholders particularly noted that accessing and managing EU funding is resource-intensive and challenging, and that it is hard to track European policy priorities and trends, making it difficult to develop effective advocacy strategies.

EFC has a key role to play in both of these areas. This should include taking proactive steps to alert platforms – starting with interest groups and fora – to key European funding or match-funding opportunities, working with think tanks to develop briefings and political analyses to

inform advocacy efforts, and developing learning events and toolkits on applying for and managing European funding. Such efforts would align closely with wider representative role, strengthening the ‘supply’ of foundations able to work with European institutions to match the ‘demand’ created by promoting the philanthropic sector as a viable partner for the EU.

In addition, there may also be an opportunity to support the development of proposals for EU funding, either by building the capacity of foundations and platforms to do so, or by providing a specific fee-based service.

### Key Action Steps for EFC:

- Map current European funding and policy agenda to EFC interest groups to identify overlap
- Build and strengthen relationships with key figures in the Commission and parliament (or help interest groups and collaborative platforms to do so)
- Explore opportunities to provide fee-for-service support to collaborative initiatives to apply for and administer EU funding
- Where relevant, commission a think tank to provide European policy analysis in a relevant area
- Circulate policy analysis and updates with interested members

Success  
is...

Foundations and European institutions work together more frequently on pan-European social issues, and foundations are increasingly able to shape the agenda of the European parliament and council



## Next Steps

The next step for this report is to circulate its findings among EFC members and stakeholders and solicit comments and feedback. Over the coming months, EFC's management team will put together a communications plan to this effect. Individual activities might include, for example, webinars to present the key insights and recommendations, or focus groups to reflect further on the wider implications for EFC and other key infrastructure players.

In addition, the recommendations will form an important input to the strategic planning process due to commence in the second half of 2010. Several of them imply action beyond the network-building workstream, and should be considered in light of the organisation's wider priorities. Also, while synergies with existing activities have been explicitly identified where possible, many of the recommendations will need dedicated resources for implementation. While we are confident that they

represent the right approach based on EFC's current strategy, we would encourage the board and management team to review them with a critical eye once overall strategic direction and funding availability is clear.

As the fit with EFC's overall strategy becomes clear, work will start on implementing the proposed action steps. This will likely start with the earlier recommendations around building the enabling environment: these are both closer to EFC's existing set of activities (and therefore easier to implement quickly) and needed in order to fuel the 'pipeline' of demand for support services focused on individual initiatives.

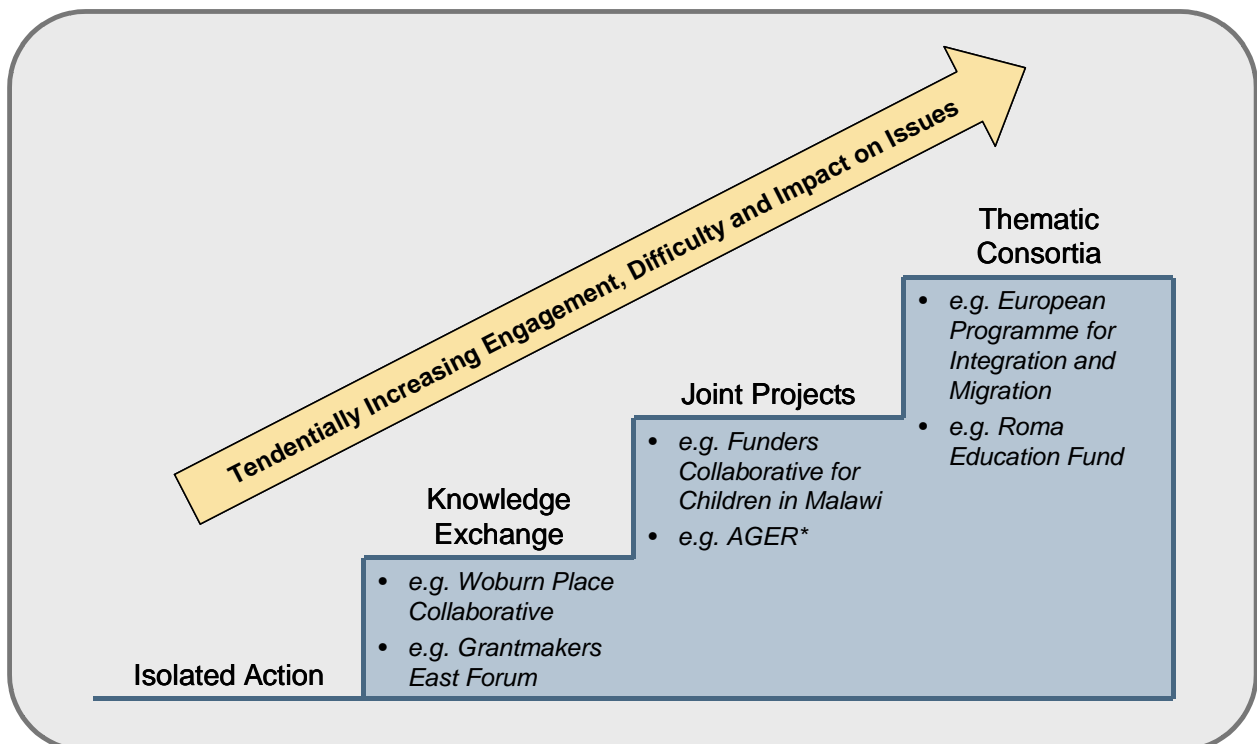
Questions, comments or additional feedback are welcome - contact details for EFC and FSG can be found on the last page of this report.

# Appendix A: Types of Collaboration

Philanthropic collaboration can be categorised as one of three 'types', representing progressively increasing degrees of funder engagement (see figure 5 below):

- Platforms focusing on knowledge exchange, such as the Woburn Place Collaborative (see box 1), are among the relatively less intensive forms of philanthropic collaboration. In addition to foundations simply sharing insights gleaned from their respective activities, whether related to issue 'content' or philanthropic 'process,' some of the more advanced examples include joint commissioning of research aimed at influencing the agenda of donors and policy makers on key issues.
- A more in-depth approach involves multiple donors engaging in joint projects. In many (though not all) cases, such platforms incorporate a specific knowledge-sharing element, but go beyond this to identify concrete projects or social objectives that will be jointly funded or delivered. Such initiatives may have common management structures, such as a single 'entry point' for grant applications, but are generally time-limited and have a relatively narrowly defined agenda. Examples of joint projects in Europe include the Funders' Collaborative for Children in Malawi (see box 2), a partnership between four UK-based foundations to support AIDS orphans and vulnerable children in four districts in Malawi, and AGER, which brings together ~30 Italian foundations to fund agricultural research.

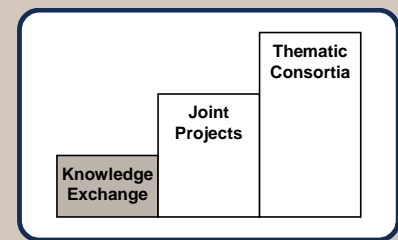
Figure 5



\*Agroalimentare e ricerca (Agrifood & Research)

## Box 1: Woburn Place Collaborative

The Woburn Place Collaborative (WPC) is an open forum for predominantly UK-based trusts and foundations who aim to promote structural, systemic and sustainable social change with impacts beyond immediate grantees.



WPC was founded in 2006, as one of the key recommendations of a report into collaboration in social justice philanthropy, "Stepping Up the Stairs," that was commissioned following the 2005 Carnegie International Philanthropy Symposium. Today, it includes more than twenty UK-based trusts and foundations with a combined total annual grant spend of over £100m. Initially, it was hosted in rotation by member foundations. Since 2007, however, the Association of Charitable Foundations (ACF), the umbrella body for British foundations, has provided basic secretariat services, in return for an additional, small annual fee. Members meet quarterly, with one meeting per year open to non-members, and – again responding to a recommendation in the 2005 report – the Collaborative explicitly seeks to involve trustees and board members.

Since its inception, the WPC has commissioned a series of reports into social justice issues, most recently focusing on social justice philanthropy in a recession. For example, in 2007, the group commissioned the report, "Just Change: Strategies for increasing philanthropic impact" to encourage discussion of how philanthropy can inspire practice, and contribute to achieving longer term systemic change with impact beyond immediate grantees.

As it has developed, WPC has faced a number of challenges. There is tension between its role as a CEO meeting place and a forum for trustees to get involved. To address this, the group has moved to organise separate events aimed at board members, rather than seeking to mix the two. It has also found it difficult to clearly define a common vision of social justice philanthropy; members have now agreed to work with a looser definition.

Key factors in WPC's success include:

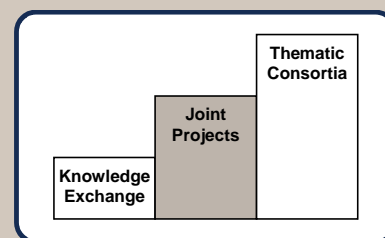
- Building trust between leaders, particularly through social events
- Creating space for serious discussion of issues
- Openness to ideas: foundations can bring ideas for joint working to the group, which enables...
- ...foundations to take a leadership role on initiatives

- Thematic consortia represent a still deeper level of collaboration. Unlike joint projects, such efforts typically involve several different components of the foundation 'toolbox' including (for example) content research, grant funding, capacity building and advocacy. They typically have a longer time horizon, and may have a broadly-focused agenda aimed at creating systemic change. The research for this

paper looked at several examples of thematic consortia, such as the Green & Healthy Homes Initiative, a public-private partnership involving ten foundations that aims to use U.S. stimulus money to refit poor quality housing (see box 3). European examples include initiatives such as the European Programme on Immigration & Migration and the Roma Education Fund, among others.

## Box 2: The Funders Collaborative for Children in Malawi (FCFC)

The Funders Collaborative for Children in Malawi is a pooled fund that makes grants to local government and local NGOs in four districts in Malawi to develop and provide comprehensive support services to HIV orphans and vulnerable children. It was developed in 2006, building on the Malawian government's National Plan of Action for Orphaned and Vulnerable Children, and launched in early 2007. It aims to fund "an integrated programme of work that will include access to good quality health care and education, support for families to earn a sustainable income, and the provision of care and support to children and their families in their home."



FCFC is a pooled fund supported equally by four funders: Comic Relief; Elton John AIDS Foundation; Diana, Princess of Wales Memorial Fund; and The Children's Investment Fund Foundation. Each has committed to contribute £500,000 per year over the period 2007-11, and while the collaborative has no permanent staff based in the UK, it employed programme staff in Malawi until recently. Family Health International has been engaged to administer the Collaborative's work on the funders' behalf.

A mid-point evaluation is currently underway and due in mid 2010. Early results include:

- 10,000 orphans and other vulnerable children (OVCs) registered in primary schools
- 1,500 OVCs visited at home
- >4,000 immunized and given basic healthcare.
- 28 support groups established

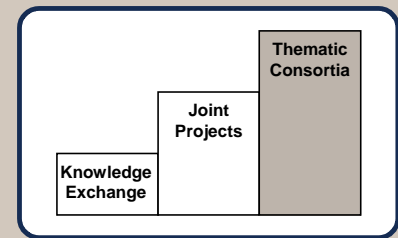
Of course, no individual initiative fits this typology exactly – some knowledge exchange platforms can also engage in joint projects, for example. There is no iron rule about which of these forms is more or less effective for a given topic; in some cases knowledge exchange is essential to spur new thinking and new approaches, while other situations call for more intensive cooperation. Nor is it always true that knowledge exchange platforms and joint projects will – or should – evolve into thematic consortia.

However, initiatives that involve a greater 'depth' of collaboration tend to represent greater opportunities to multiply foundations' impact on an issue by leveraging the resources, networks, expertise and influence of several different

organisations. They also represent a much greater management challenge: to make them work, foundations do not only need to be open to new ideas, but also to adapt their approach and compromise on goals in order to find fertile common ground. Indeed, this typically requires dedicated staff and resources, either seconded by a participating foundation or newly hired for the role. As a result, thematic consortia tend to be much rarer, and foundations with little experience of collaboration may find it is easier to start with knowledge exchange and develop more intensive cooperation over time.

## Box 3: The Green & Healthy Homes Initiative

The Council of Foundations Green & Healthy Homes Initiative (GHHI) is a consortium of foundations working together to catalyse and facilitate disbursement of ~\$7bn in U.S. stimulus money to state- and local-level government-nonprofit partnerships that renovate poor quality housing. It currently involves ~10 foundations and ~12 nonprofits (and many local partners) in 40-50 cities across the U.S. The program seeks a 'triple bottom line' result, addressing both environmental and health consequences of poor housing, while creating "green collar" jobs to stimulate the local economy.



GHHI grew out of an opportunity to access approximately \$7bn in U.S. stimulus funding for housing renovation. It was initiated in 2008 by the Anne E. Casey Foundation, who already had significant experience, both in collaborating with other funders, and in working on home renovation through its programme on childhood lead poisoning in concert with the Council on Foundations (CoF). Around 20 foundations, identified by the respective chief executives of CoF and the Anne E. Casey Foundation, were contacted to participate, of whom ten expressed an interest in doing so. A funding proposal submitted to the federal government was accepted in August 2009, leading to \$1m in direct project funding being awarded to the initiative by the U.S. Department of Housing & Urban Development. It is managed by a full-time project manager, hosted by the Anne E. Casey Foundation in Baltimore. In future, this may be spun out to a separately created nonprofit.

The initiative is still in its early stages, but has already seen results. The new federal stimulus funding represented a major increase over the annual \$250m available previously, and the initiative has acted quickly to build the capacity of local public-private implementing partnerships to spend this additional money. It has also provided an opportunity to position foundations as a viable partner for federal government programs, and work has been done to help the government streamline and coordinate its funding.

Early challenges have included bridging the significant cultural differences between the government and foundation sectors, such as attitudes to evaluation and performance data (foundations were used to annual or semi-annual reports, while the White House wanted more frequent updates). It has also proven difficult to manage a cohesive program across such a wide area (spanning four time zones).

Key factors in GHHI's success include:

- Leadership: as one stakeholder put it, "no leader, no project"
- A theory of change was elaborated and agreed upon in advance, acting as a common point of reference for the partners
- A regular communication schedule was established between the Council on Foundations and the federal government
- The opportunity for peer recognition among foundations – such as being cited as example of best practice at a recent conference – has acted as an incentive for participation

## Appendix B: Study Approach & Process

The goal of this study was to better understand the critical factors relating to effective collaboration between foundations and across sectors, to identify mechanisms and services that can trigger and nurture them, and to test which of these (if any) EFC would be well placed to provide or facilitate.

In particular, five key questions were identified and agreed upon to guide the process:

1. What are the critical factors relating to effective, innovative collaboration – both between foundations and across sectors? In particular, how can collaboration and innovation be catalysed around needs and opportunities, as opposed to around personal relationships?
2. What services or mechanisms could influence these factors? What resources and expertise are required to provide or facilitate them?
3. What demand exists for such services, and from whom? Is there a willingness to pay?
4. What unique role could EFC play in providing or facilitating them (if any)?
5. What resources are required to play that role? Do synergies with EFC's other activities exist?

Prior EFC thinking on the subject – including board minutes and research papers – was reviewed, alongside eight examples of successful collaborative initiatives, in order to identify initial hypotheses on critical factors and possible leverage points for philanthropic collaboration. These were

then tested and refined through a series of in-depth interviews with fourteen key stakeholders in the European philanthropic sector. The interviews were also used to explore options for EFC to play a greater role, and to build a picture of potential demand and willingness to pay for different service patterns. In parallel, five benchmark organisations were studied in detail, in order to profile potential activities and services, and to draw insights about the implications for EFC's revenue model of taking on different roles. Finally, the insights drawn were tested through two focus groups that brought together foundation leadership and programme officers respectively. A full list of the stakeholders consulted and examples and benchmarks reviewed can be found in Appendix C.

This process – and in particular the high levels of alignment between the interviewees, focus group participants and the insights generated through the research and benchmarking work – makes it possible to dissect the key ingredients of philanthropic collaboration, and to make high-level recommendations about where EFC can promote and add value to this process. It is not a full market assessment study; we cannot state with confidence the scale of demand for individual services or activities. Nor can we make recommendations for EFC's broader strategy, since we did not look in detail at its other focus areas, the full landscape of other actors, or its core competencies and organisational structure. Nevertheless, we were able to identify several wider strategic questions which the organisation should address during its next strategic planning phase. We have also endeavoured to make concrete, actionable recommendations, in particular considering synergies with existing activities and implications for EFC's overall revenue model.

# Appendix C: Contributors and Case Examples

## Interviewees










Luciano Balbo, OltreVenture  
 Dieter Berg, Robert Bosch Stiftung  
 Göran Blomqvist, Stiftelsen Riksbankens Jubileumsfond  
 Astrid Bonfield, The Diana, Princess of Wales Memorial Fund  
 Rayna Gavrilova, Trust for Civil Society in Central & Eastern Europe  
 Ingrid Hamm, Robert Bosch Stiftung  
 Avila Kilmurray, Community Foundation of Northern Ireland  
 Leonardo Lacerda, Oak Foundation  
 Anna Piotrovskaya, Dmitry Zimin Dynasty Foundation  
 Stephen Pittam, Joseph Rowntree Charitable Trust  
 Peggy Sailer, Network of European Foundations  
 Luc Tayart de Borms, King Baudouin Foundation  
 Pier Mario Vello, Fondazione Cariplo  
 Emílio Rui Vilar, Fundação Calouste Gulbenkian

## Focus Group Participants






Maud Aguirre, Evens Foundation  
 Sandro Giuliani, Jacobs Foundation  
 Brian Kearney-Grieve, The Atlantic Philanthropies  
 John Kingston, Charities Aid Foundation (CAF)  
 Sylvie Laffarge, Microsoft Community Affairs  
 Janós Lukács, Carpathian Foundation

## Benchmarks and Case Examples

### COLLABORATIVE INITIATIVES

Benchmark	Brief Description	Location
Strive	Partnership in Cincinnati, OH, to improve educational outcomes (>300 partners)	
Council on Foundations Green & Healthy Homes Initiative	CoF-orchestrated public-private partnership to use stimulus money to retrofit homes; private & community foundations key implementers	
EPIM	A NEF-initiated platform for joint funding and advocacy on immigration and migration	
Woburn Place Collaborative	Annual colloquium of social justice foundations in the UK	
ClimateWorks	Network of funders focused on climate change (IC generation; platform for collaboration)	
Funders Collaborative for Children in Malawi	Pooled fund created by 4 UK-based foundations to provide coordinated support to orphans and vulnerable children in 4 districts in Malawi	 
Humanitarian Relief Initiatives (WEF)	Platform to enable emergency response partnerships between business, the Red Cross and UN agencies	
European Consortium of Foundations on Human Rights and Disability	Consortium of foundations that aims to advance implementation in Europe of the UN Convention on the Rights of Persons with Disabilities through EU-level advocacy and research	

### SERVICE PROVIDERS

Benchmark	Brief Description	Location
Tides Network	Incubator/ secretariat for innovative/ collaborative initiatives; Shared Spaces initiative also provides accommodation for nonprofits and collaborations	
Network of European Foundations (NEF)	Platform to catalyse cooperation between European foundations (12-15 core members; 65 foundations partners in 2008)	
Council of Michigan Foundations	Regional Association of Grantmakers for Michigan – one core purpose is to “lead and support collaborative philanthropic responses to critical needs”	
Public Interest Projects	Incubator/ secretariat for funder collaboratives	
Foundation Center	Information and knowledge “broker” on organised philanthropy in the U.S.	





## About EFC

The European Foundation Centre (EFC), founded in 1989, is an association representing more than 230 public-benefit foundations and corporate funders active in philanthropy in Europe and beyond. The EFC develops and pursues activities in line with its objectives: creating an enabling legal and fiscal environment for foundations; documenting the foundation landscape; strengthening the infrastructure of the foundation sector; and promoting collaboration, both among foundations and between foundations and other actors, to advance the public good in Europe and beyond.

## About FSG

FSG is an international nonprofit consulting and research organization dedicated to discovering better ways to solve social problems. FSG helps foundations, nonprofits, and corporations – individually and collectively – achieve social impact. In addition, FSG works to strengthen the field of philanthropy by researching, creating, and sharing ideas and knowledge that address critical social issues.

For questions or comments on this report, please contact:

Sevdalina RUKANOVA  
Senior Officer, EFC  
[networking@efc.be](mailto:networking@efc.be)

Mike STAMP  
Consultant, FSG  
[mike.stamp@fsg-impact.org](mailto:mike.stamp@fsg-impact.org)

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